

# ***Headquarters U.S. Air Force***

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***Integrity - Service - Excellence***

## **Enlisted Force Development**



**CMSgt Carl Buchanan**  
**Chief, Enlisted Force Development**  
**AF/DPX**

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# ***Briefing Overview***

- **Why FD?**
- **The Vision - Force Development Then and Tomorrow**
- **Enlisted Force Development Projects**
- **Update on FD Open Items**
- **The Future of Enlisted Force Development**



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# ***Why Enlisted Force Development?***

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- **GWOT/high tempo demands highly effective force**
- **Career field imbalances - 10% of force in wrong place - key to High Stress Index for many career fields**
- **AEF requirements different than Cold War**
  - **Requirements change rapidly depending on mission - more flexible, adaptable force needed**
- **Untapped potential in enlisted force**
  - **Most experienced force in a generation, maybe longer**
  - **Increasing enlisted role at all levels, especially “strategic”**
  - **Enlisted education levels continue to rise**



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# ***Our Force Development Mission***

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- **Deliberately shape training, education, and assignment processes as needed so that our Total Force most effectively meets all AF requirements, at all levels, now and in the future**
- **“We must put the right people at the right place at the right time, with the right skills” to meet AF requirements**

**Gen Jumper**



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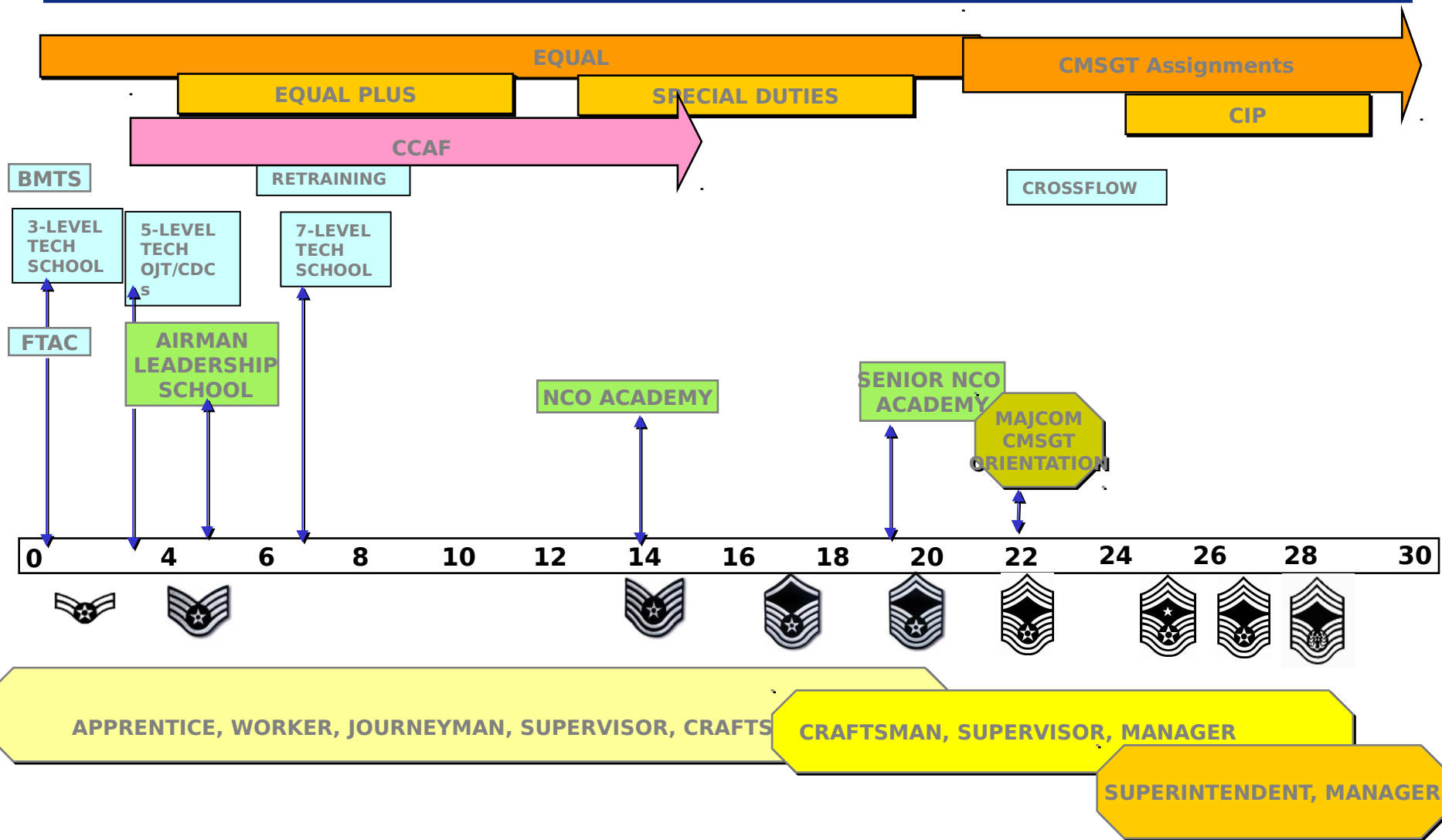
# ***Leadership Doctrine***

- **Tactical Level Development** - Gaining knowledge and experience in primary skill through job-related skill development (Tech school, OJT, FTD, etc) combined with educational and leadership experiences (ALS, Professional Development Seminars) and off-duty education. Junior enlisted through TSgt are normally at the tactical level
- **Operational Level Development** - Widening of experience and leadership ability within a family of skills through progressive leadership roles, special duties, military education (NCOA and SNCOA), and other educational opportunities. Normally, SNCOs at flight, on up to base-level CMSgts are operational level leaders. These are our key NCO *expeditionary* leaders
- **Strategic Level Development** - Opportunities to gain breadth of experience, leadership and managerial perspective to support institutional AF and joint efforts. For enlisted this normally is for top SNCOs who will/may be assigned to key positions at MAJCOM, Air Staff, and unified commands. CMSAF, MAJCOM CCMs, Career Field Managers, top leaders at Air Staff and AFPC are examples of strategic level enlisted leaders



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# ENLISTED FORCE DEVELOPMENT THEN...

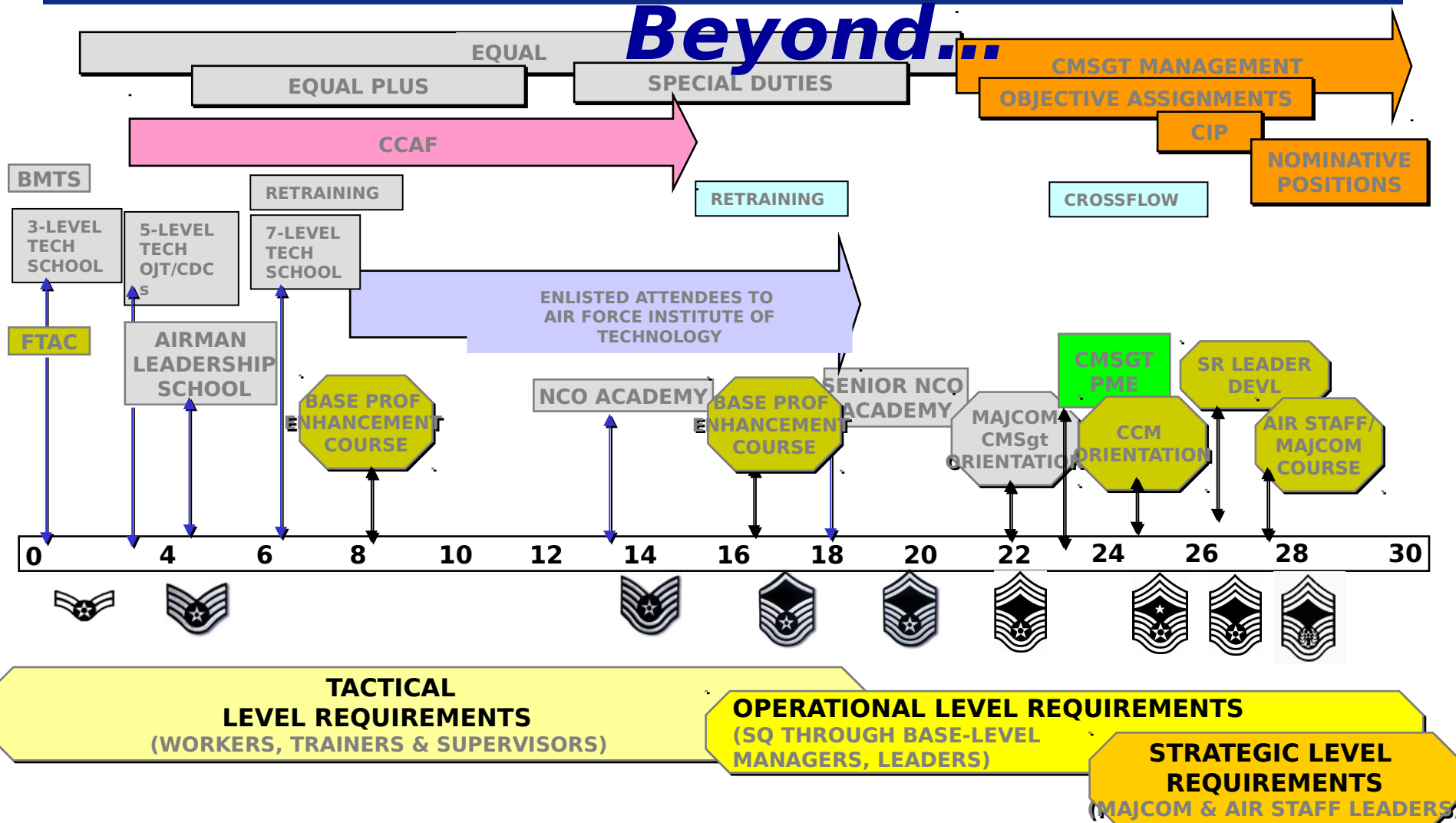


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# Enlisted Force Development 2004 and Beyond...



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# ***Enlisted FD Projects***

- **CMSgt Development IPTs (Dec 02-Jul 03)**
- **Professional Development IPT (Aug 03)**
- **CMSgt PME IPT (Sep 03)**
- **Senior Leader Development Program Implemented (Oct 03)**
- **CMSgt Grade Review (Nov 03-Nov 05)**
- **Retraining IPT (Mar 04)**
- **CCM IPT (May 04)**
- **Education Policy IPT (Jun 04)**
- **GWOT/OIF Lessons Learned (Jun 04)**
- **Revised Enlisted Force Structure (Early Fall '04)**
- **Developmental Assignments IPT (Fall '04)**
- **Air Staff Course (Fall '04)**

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***I n t e g r i t y - S e r v i c e - E x c e l l e n c e***





# ***CMSgt Development IPTs***

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- **AF first service to align senior leadership management of officers, civilian, and enlisted under one office**
- **Chief's Group reports to AFSLMO 1 Jul 03**
- **Director of AFSLMO formed IPT of CMSgts from across all levels of AF to consider solutions to CMSgt management issues**
  - **Group was made up of CMSAF, MAJCOM CCMs, base-level CMSgts from every MAJCOM, Chief's Group, Force Development, and AF Career Field Managers**
  - **Group formulated a series of recommendations that were presented at CORONA Fall and approved**



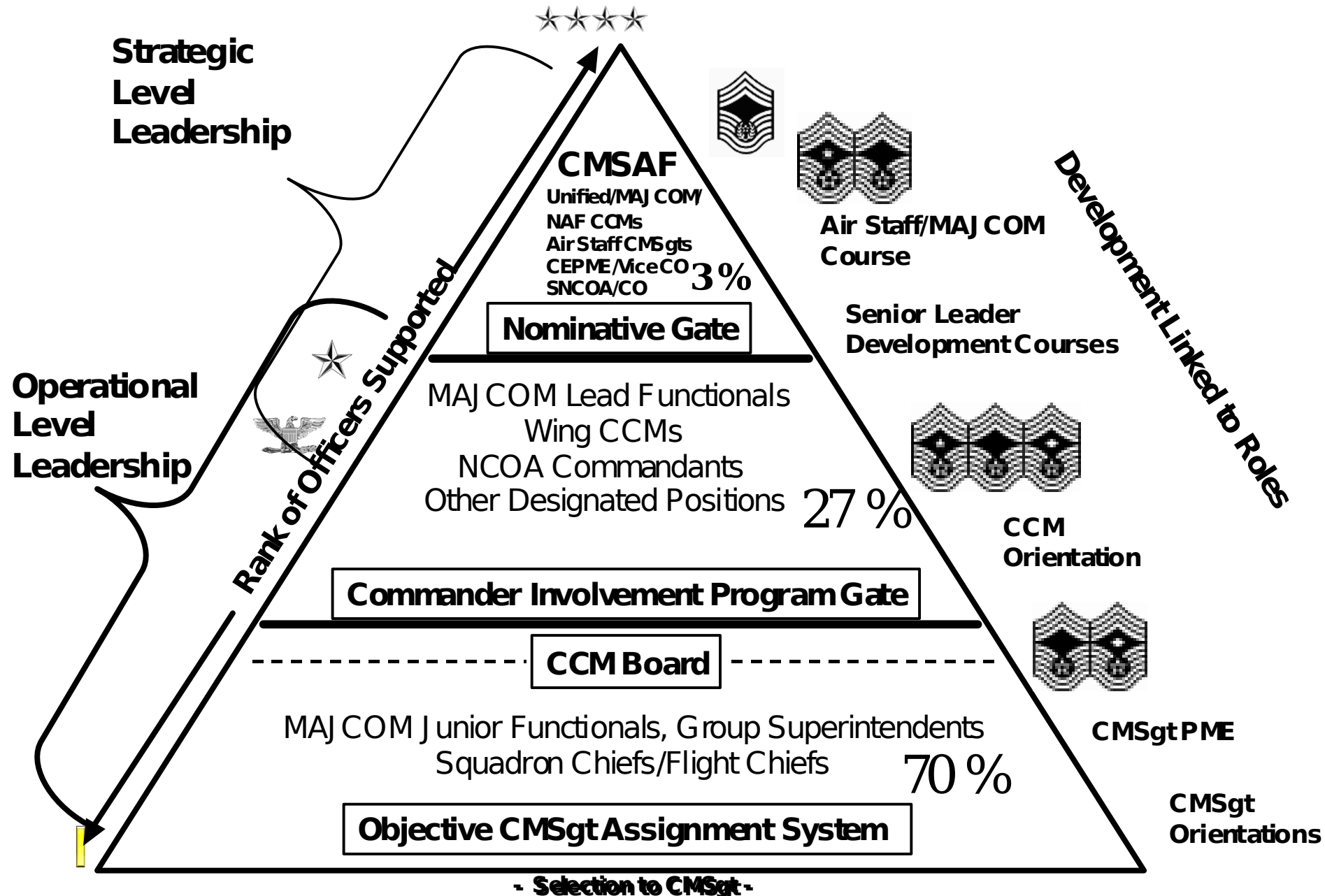
# ***CMSgt Development IPTs***

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- **The following changes are currently being implemented:**
  - **Balance CMSgts thru smart but aggressive Crossflow**
  - **3-year retainability requirement for new CMSgts**
  - **3-year max tours for staff, joint, special-duty billets**
  - **Continue to reduce IPCOTS, home-basing, INDEFs**
  - **Inform WG/CCs of status, vulnerability, and actions**
  - **3-year max/2-year min tours for all CCM billets**
  - **Specific criteria for commander involvement positions**
  - **Use nominative hiring for senior strategic-level leaders**
  - **Create CMSgt Development AFI**

# Three-tier CMSgt Development Concept





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# ***CMSgt PME IPT***

- **Mar '01 Enlisted PME Top to Bottom Review identified need for “Executive-level” PME**
- **FD identified lack of strategic-level education for top enlisted leaders**
- **Changes to SNCOA will lower grade and TIS for attendee's over time**
- **AETC proposed consideration of a new final PME for enlisted**



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# ***CMSgt PME IPT***

- **IPT held - recommendations (CORONA approved) -**
- **Create CMSgt PME**
- **Proposed course objective - “Provide newly selected CMSgts a strong foundation and deep understanding of strategic-level leadership issues and challenges far beyond that provided at any previous level of PME, including - operations in the expeditionary, joint, and combined environment, the political/military environment, strategic force management, strategic leadership and management skills, and CMSgt roles and responsibilities.”**



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# ***CMSgt PME IPT***

- **Course will be 11 days (8-9 training days)**
- **Significant use of read-aheads will facilitate short course length**
- **Held at SNCOA facilities**
- **Through-put - approx 700 annually**
- **SNCOA instructors combined with SMEs**
- **Propose test classes summer '04**
- **Course online for '05 CMSgt selects**



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# ***Update on EFD Open Items***

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- **CMSgt Grade Review**
- **Professional Development IPT**
- **Retraining IPT**
- **CCM IPT**
- **Education Policy IPT**
- **GWOT/OIF Lessons Learned**
- **Revised AFI 36-2618, *The Enlisted Force Structure***



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# ***CMSgt Grade Review***

- **CMSAF directed first ever top-to-bottom review of CMSgt grade allocation**
- **AFMA has lead - EFD has project oversight**
- **Establishing Core, Fixed and Variance criteria**
- **Establishing new process of CMSgt billet management - separate from CPG process**
- **Aim to ensure CMSgt billets are restricted to CMSgt appropriate requirements - and are *sustainable***
- **Core criteria currently being staffed through functional communities - Variance coming soon**





# ***Professional Development IPT***

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- **AFI being created for Professional Enhancement**
- **Will mandate:**
  - **3-5 day Professional Enhancement Course for NCOs 3 - 5 years after ALS**
  - **3-5 day Professional Enhancement Course for SNCOs upon selection for MSgt**
  - **Standardized Curriculum (approx 50% of course)**
  - **Merge FTAC into Professional Enhancement**
  - **CAA assume management of base PE Centers**



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# ***NCO Retraining IPT***

- **Team Composed of CFMs, AETC Rep, AFPC Rep, AF Training Rep, Recent Retrainees**
- **Recommendations:**
  - **Publish CSAF Sight Picture**
  - **Ensure all retrainees are assigned to “absorbable” positions - suitable for retrainees’ first assignment**
  - **Include retraining in all levels of PME, First Sergeants Academy, and Professional Enhancement courses (Officers, Enlisted, and Civilians)**
  - **Ensure training compliance- AF IG SII and AF IG Eagle Look review**



- **Team composed of MAJCOM, NAF, Wing CCMs**
- **Recommendations:**
  - **Rewrite 36-2109, CMSAF and CCM Programs**
  - **Much more clearly defined CCM Role**
    - **Include specific responsibilities at each level - Unified, MAJCOM, NAF, Wing and when deployed**
    - **Clearly establish “Host” and “Tenant” CCM responsibilities**
- **Draft being written - will be handed off to CMSAF soon**



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# ***Enlisted Education Policy***

## ***IPT***

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- **Team made up of CCMs, CFMs, education experts and several “field” NCOs with and without degrees**
- **AF has 7000 CCAF degree required positions**
- **AF is working enlisted AFIT graduates on an individual basis**
- **IPT found formal education has professional and personal benefits - the professional benefits include:**
  - **Enhances leadership/management skills, provides certifications, credentials, adds credibility to enlisted corps, bolsters recruiting/retention, and sets a positive example of continued growth**



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# ***Enlisted Education Policy***

## ***IPT***

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- **Team focused on the CCAF degree as the most appropriate for enhancing enlisted performance**
- **Some of the team's recommendations:**
  - **Set clear expectations on formal education's role in force development**
  - **Strongly support early completion of CCAF**
  - **Consider targeted TA, books for early career students**
  - **Consider enhancing recognition of CCAF completion**
  - **Consider follow-on assignment priority for instructor positions**
  - **Continue to monitor and capitalize on AFIT...other evolving enlisted education opportunities**



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# ***GWOT/OIF Lessons Learned IPT***

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- **Team composed of CCMs and First Sergeants recently returned from AOR**
- **Team took a *critical* look at how our development of SNCOs, First Sergeants, and CCMs is meeting or failing to meet the needs of operations in the AOR**



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# ***GWOT/OIF Lessons Learned IPT***

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- **Some team recommendations related to SNCOs:**
  - **Need greater initiative - enforce all standards, including across functional and command lines - “confrontation management” skills missing**
  - **Training - dealing with the stress of bare base combat environment, sustained operations while under frequent, random attack, taking casualties**
  - **Need the ability to transform into a “Combat Airman”**
    - **Leadership by example, highly visible SNCO, enforcing all standards, supporting leadership, resolving problems, and helping other units (one team)**
  - **Need better understanding of the joint military environment**



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# ***GWOT/OIF Lessons Learned IPT***

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- **Some team recommendations related to First Sgts:**
  - **Need better training on field hygiene, personnel accountability, bed-down issues, emergency leave, rotation of personnel, dealing with local nationals, combat related stress, casualty procedures, communications security and AOR specific discipline issues, etc.**
  - **AOR leadership - Leadership by example, building SNCO support, helping personnel deal with deployment stress**
  - **Also deeper training in diversity, religion, holidays, mail, recognition programs, and finding ways to keep personnel entertained during downtime in combat environment**
  - **Other service issues - conflicting policies, coalition forces, ensuring sister services understand role of AF First Sergeant, rank miss-match issues**





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# ***GWOT/OIF Lessons Learned IPT***

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- **Some team recommendations related to CCMs:**
  - **Know the different deployed units' roles and understanding the issues of the deployed environment**
  - **Leadership behavior - Creating and enforcing standards for alcohol policy, etc., quickly building a sense of trust, building relationships with sister service or coalition equivalents, dealing with casualty issues, gender issues, involvement in operational issues that directly impact personnel and providing oversight of tent city policy development and execution - confident combat leader**
  - **Role issues - clear understanding of CCM role needed up and down the chain**



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# ***GWOT/OIF Lessons Learned IPT***

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- **Team made several major findings:**
  - **Low AF investment in deployment training shows**
  - **Lack of standard site procedures, set-up, or how units need to interact/collaborate with each other in AOR to stand-up and sustain operations hampers effectiveness - “doctrine” needed**
  - **Inconsistent policies within AOR and across services lead to confusion, conflict**
  - **AF built wrong type of SNCOs for this (culture sometimes doesn’t work in current AOR environment)**
  - **NCOs are too often failing to fully live up to their responsibilities**



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# ***GWOT/OIF Lessons Learned IPT***

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- **Team made several major recommendations:**
  - **AF must invest in adequate training...being good at processing through the mobility line ain't it**
  - **DOD and AF need proponents for bare base operations and training - “joint” attack signals, roles and responsibilities for operating bases, centralized management of training across AF, etc**
  - **AF NCOs must be able to readily transition from home-station mode to meet the requirements of the combat environment - training and PME at all levels must support**



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# ***Revised Enlisted Force Structure***

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- **New version implements leadership doctrine**
- **Expands, more clearly defines each grade**
- **Expands old NCO responsibilities into Airmen, NCO and SNCO responsibilities**
- **Currently in 2-digit staffing - on street Fall '04**



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# ***The Future of Enlisted Force Development***

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- **Realignment from AFSLMO to DPX intended to facilitate “institutionalizing” Force Development in DP processes**
- **Future projects and related events:**
  - **Developmental Assignments IPT**
  - **Air Staff Course**
  - **PME Top to Bottom Review**
  - **Begin to evolve toward “force management”**



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# Questions?